



Ranger Retention and Motivation

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Introduction

The following CPM project was put together by Brad Wise and Paul McCormack for the class of 2007. This summary of our project attempts to explain to you the steps we have taken so far in analyzing the project, collecting and analyzing the data as well as an implementation plan. The major product of this project is a career path for Park Rangers of which one level of the three produced can be found in the appendices. We have also attempted to explain the way in which the program's success will be measured in the long term. This project has been challenging and exciting and given us the opportunity to engage many people in discussions about the future of the ranger position in the park service.

Problem Statement

As we worked through the CPM curriculum and began discussing our project, we repeatedly found our discussions returning to the problems in the Park Service of retaining quality operations staff. The South Carolina Department of Parks Recreation and Tourism (SCPRT) is a small state agency. This is reflected in the Park Service. The full-time field operations personnel in the Park Service numbers less than 100 people scattered across 47 properties. These positions require a college education and rarely go to people who have no internal experience. After getting hired as an entry level ranger, that ranger almost without exception, must move to another location for a promotion. These opportunities for promotion are limited and currently this is the only way to provide people with new experiences, increased responsibilities and incremental pay raises. If the employees goal is to become a manager there are even fewer opportunities.

The typical entry level ranger of today also has other considerations that limit their ability to promote. The geographical location of a park has become a factor in who will apply for a position as never before. When considering promotions our rangers will look not only at the opportunities the park offers them professionally, but will also consider its location as it relates to places of employment for spouse and the quality of schools for their children. Once all of these personal and professional factors are weighed many employees find that the salary increase available through promotion does not offset the cost personally or financially of a move to another location. As a result, many rangers stay where they are at for longer periods of time and in many cases eventually leave for another job which will provide them with opportunities to improve themselves without the need to re-locate. With this steady turn-over of operations employees there is a direct impact on the park service's ability to provide quality resource based recreational opportunities.

Every time we lose a ranger at a site, either through promotion or attrition, we lose part of the site's ability to provide customers with what they have grown to expect. That park loses personnel trained in the basics of customer service and with the specific job knowledge to provide our visitor with the information necessary to access the basic services of that site. It is typical for that employee to have been trained in first aid, CPR, data collection, revenue collecting and recording as well as having gained an intimate knowledge of the site they have worked at. If they stay a little longer (usually 3-4 years) they are probably an instrumental part of one of our many operational teams such as search and rescue, arborist, burn team and ceremonial corp. When they leave we lose all of their experience and expertise.

The Park Service has recognized this problem for many years and has been discussing ways to address these issues. Although not a complete answer, one of the tools that has been championed is the creation of a ranger academy. The academy has been a long term goal of the current director since he worked in operations, and one he is committed to in the long term. The Park Service believes that by developing a ranger academy, we can give employees opportunities to grow in their careers without necessarily having to move up or move on. The ranger academy would be a formal program designed to recognize an employee for improving their skills and gaining experience that makes them a better ranger. As a park ranger moves through the steps of the academy, they would gain responsibility and be recognized for their accomplishments. It is his commitment to the ranger academy and recognition of the problem which led us to take this on a Ranger Career Path as our CPM project.

Data Collection & Analysis

Our first object was to identify the current training needs of the park ranger. We felt that it was important to do this first because by properly training our employees we can produce a higher quality and a more professional work force. The opportunity to train is also regarded by many employees as one of the basic needs that many jobs do not provide and can be a factor in employee retention. As we began outlining our project in Spring of 2006, we became aware that our agencies SOAR (Strengthen Our Abilities and Resource) training program, was working on a project relating to the ranger academy. The SOAR program is designed for employees who have been with the agency for a couple of years and are interested in improving their skills with the goal of gaining more

responsibility in the agency. One of the smaller team projects being done as part of this program, was to identify Park Service training needs as viewed by both field employees and central office support staff. They conducted written surveys, focus groups and solicited input from office directors to create a list of training needs that should be the foundation of a ranger academy. (The data they collected is attached in appendix A and B.)

After reviewing this data and comparing it to what training opportunities we could provide with our current training program, we discovered that we already had in place the programs to fill most of the training needs for employees. The largest need identified was operations training (picked as an important need by 40% respondents), followed closely by administrations and customer service (36% and 30% respectively). While having offered the specific programs throughout the years, we lacked consistency in offering them and therefore had only a handful of employees who had been around long enough to take them all.

What we hoped to accomplish next was to gain an understanding for the way other southeastern state's park rangers were trained and promoted. Between the two of us we had visited parks and discussed systems at length with rangers in North Carolina, Maryland and Tennessee, we had also had opportunities to visit parks in a working capacity in Florida and Louisiana, but had less of an understanding of their training. In order to gain a regional perspective and to get a better feel for the direction our agency wanted to go in, we chose to meet with our director. He has been involved with these systems much more closely through the years and had a good grasp on what some of the things we wanted to emulate from other states were. He was most impressed

with the training provided by North Carolina to its Rangers. Their program focuses on providing high levels of training in resource management areas as well as in operations. As a result the rangers in that state are able to conduct high quality programs as well as overseeing operations and law enforcement activities. One of the concerns he had was the level to which many of our counterparts emphasize law enforcement in their rangers training curriculum.

Finally we needed to know exactly who this project would impact. We needed to decide what types of positions our program would impact, where these positions were located and the pay grade for each position. We collected this information by using human resource data on parks provided to the operations section and it was used to create the cost spread sheet attached in Appendix C.

Implementation Plan

As we started this project we knew we wanted to find a way to offer a more rewarding career to park rangers. With the lack of promotional opportunities looming in the Park Service's future, we knew it would be even harder to keep motivated and educated rangers. We also knew we wanted to incorporate several things in our plan to have the broadest appeal to rangers. We wanted to include elements of an organized training program, opportunities for more responsibility and a pay structure that rewards success. The ranger career path we created (level one of three is included as Appendix D with the other levels submitted electronically) incorporates all of those things and does it

in a way that is equitable to all operations personnel and familiar to our employees since it follows much of the same structure of our park tech maintenance career path.

Our first step after completion of the plan was to meet with the Park Service director and present our plan. While this has happened informally we plan a formal meeting with him and the chief of park service operations on February 12, 2007. During this presentation we will go over how a typical ranger can move through the career path and what the associated costs to the agency would be. From there our recommendation will be to form a small team that includes members of the original SOAR group, operations staff and human resources. This team will work to edit and improve the career path manuals we have produced and prepare to have them reviewed by our legal council and human resource director. By utilizing language and formatting already approved by both of these groups we hope to have eliminated many of the problems that may arise.

While this team re-works the manuals, the park service director will work to build support for the program. Mr. Gaines will work with the governor's appointed agency director and with our chief budget officer to analyze the long-term cost and the Park Service's ability to absorb these costs. Our goal is for both the group re-doing the manuals and the director to be ready to move forward with a finished product by fall of 2007.

After all work is approved to move forward it will require a concerted agency wide effort to make the program a success. Initial implementation will require training of all impacted employees as well as their supervisors. Members of the original SOAR team as well as members of the small committee that reworks the career path will work

with HR to become the trainers for implementation of the project. The manuals will be produced and ready for distribution by January 2008. The first training will happen at the park managers conference in January of 2008. There park managers will receive books for their employees as well as be trained in the implementation of the project. Before training we will decide upon the ability of rangers to immediately apply for level one if they have the years of service and have fulfilled all of the requirements. This will require that HR is prepared to review and approve the paperwork for a number of rangers right away as well as having an immediate impact on the cost of operations in the park service.

After the initial training at the Park Managers conference we will set up training for all rangers to attend. These training sessions would be held twice in each region and give rangers an opportunity to ask questions about the program. We would also incorporate training in the career path as part of the new employee orientation that happens on the first day of full time employment.

Evaluation Method

The true measure of success of our project will be whether we can get it through the next steps to the implementation phase. Once implemented the evaluation techniques used will be designed to measure different things. We will need to know how well the program is received and understood, how challenging the steps along the way are, and whether it is a viable long-term option for many employees.

The first step in our evaluation will be data collection. We would need to get some hard information collected over the first several years. First we would need to

know what percentage of rangers signed up to participate in the program and the reasons why those who did not sign up opted not to. Next we would need to find out of those that are participating how long it is taking them to meet the requirements of the program. We would also need to get information on the frequency of programs offered that meet the training requirements to ensure that the park service is not responsible for holding anyone back.

While all of the information above gives us data about the success of the implemented program, which is necessary, it still does not evaluate whether or not we are able to retain quality employees at the ranger level. In order to analyze this we propose creating a spreadsheet and tracking positions annually. The spreadsheet would not track people, but the statistics of the people holding the position. (Spreadsheet of existing employee information is included in Appendix E) We would record education level, years of service and what level on the career path. Each piece of that information could be used to analyze things individually or combined with other data to answer these questions. What is the current education level of our ranger force, average years of service and level of development as a ranger. It is this information that will tell us if there is improvement over time in the retention, academic and participation level of our ranger staffs.

Appendix A
Ranger Academy – Training Needs Survey

Ranger Academy - Training Needs Survey

The purpose of this survey is to gather information that will be utilized to develop a curriculum for the future Ranger Academy. The results of this training needs assessment will assist in the development of a training program series. The Ranger Academy will work in conjunction with the training courses and training calendar already utilized by our agency. The Ranger Academy will highlight areas critical for the advancement of current and future PRT staff, as well as areas needed to promote the goals and missions set forth by PRT for each individual park, and the entire South Carolina State Parks service. The Ranger Academy will allow all individuals the access and training required to fulfill their current job duties and responsibilities, receive specialized training applicable for their park and surrounding resources, and enhance their potential for promotion within SCPRT by developing their professional abilities.

We are contacting a broad range of individuals in order to provide a broad range of responses. The results you send will help determine the needs for training. Please review the ten categories listed below. Based on your current job position and responsibilities, what type of training program(s) do you feel will enable you, and also your fellow employees, to do your job more effectively and also serve the mission and priorities for your park? Please rank them in order of importance, starting with one as the most important, up to ten as lowest priorities. **Please specify any particular areas within the categories below that you feel need to be enhanced by offering additional or new training opportunities.**

- _____ Administrative (please identify areas of concern i.e.-budget reporting, fiscal tracking)
- _____ Safety
- _____ Maintenance (electrical training, CNST project funding, equipment training, etc.)
- _____ Resource Management (plant identification, water quality testing, burn team, etc.)
- _____ Law Enforcement
- _____ Interpretation (cultural, natural, historic, programming, Discover Carolina, etc.)
- _____ Operations (revenue reporting, computer training, etc.)
- _____ Supervisory Skills (motivational techniques, hiring practices, etc.)
- _____ Customer Service (phone etiquette, customer complaints, reservations, etc.)
- _____ Other _____

Comments/Suggestions: If you have any specific training course or need training in an area that you feel will be beneficial to you and/or other state park employees, or areas of concern that do not fall in any of the above categories, please mention them here:

We do ask for your attention and assistance to this survey, and to **please send in completed surveys as soon as possible, and no later than April 14, 2006.** Please send completed surveys via e-mail to Jim Stanton at jstanton@scprt.com or fax your completed survey to Devils Fork State Park at (864) 944-8777. If you have any additional comments or concerns regarding training opportunities that exist, or that may be utilized in the future, please feel free to contact myself, Susan Spell, Daniel Gambrell or Frank Stovall. Thank you for your cooperation and participation.

Appendix B
Ranger Training Assessment Results

Ranger Training Assessment Results

Project Team Members: Jim Stanton, Frank Stovall, Susan Spell, and Daniel Gambrell

Operations 40%

- Fundamentals of Retail
 - POS
 - Cash register closeout
 - Procedures for filling out Refunds (SP-9) and (SP-5)
 - CARY SELDON
 - Retail transfers
 - Price Adjustments
- Auditing Procedures
- CRS Operations (Reservations/Registrations)
- Basic Computer Skills (Word, Excel, etc.)
- General Radio Communications
- Uniform Guidelines
- Standard Operating Procedures

Administrations 36%

- Finance 101
 - Budget Codes (OFFC, GRDS, etc.)
 - Basic Procurement Code requirements
 - Processing LPO's
 - Travel reimbursements
 - Bid process
 - Gas card procedures and guidelines
- Revenue reporting and tracking (WAN)
- Auditing and Accounting
- CRS (revenue reporting)
- Park Maintenance Program
- File Management
 - Shared calendars
 - E-mail etiquette
 - Setting up personal email accounts outside of PRT

Customer Service 30%

- Basic Customer Service Training
- Public Speaking (Needs to be offered every year)
- Basic Public Relations
- Consumer Show Training
- Basic Marketing

Ranger Training Assessment Results

Maintenance 28%

- Basic Building Concepts
- Basic Vehicle Maintenance
- Historical Structures
- Permitting (when they are needed)
- Permanent Improvement Projects

Safety 21%

- Lockout/tagout
- Right to know (labeling, storing hazardous material, etc.)
- Basic First Aid/First Responder
- Accident Protocols
- Reports
- CompEndium
- Defensive Driving
- OSHA Requirements/Regulations
- Power Equipment Safety

Resource Management 21%

- South Carolina State Park Service Mission and Philosophy
- Basic Resource Mgmt. Departmental Training
 - Native Plant Landscaping
 - Invasive Species Management
 - Nuisance Animal Management
 - Trail Design
 - Waste Management
 - Arborist Training
 - Historical Structure Repair
 - Cultural Resource Documentation
 - Etc.
- Ethics in Resource Management

Ranger Training Assessment Results

Interpretation 19%

- Communication Skills
- Program Development
- Importance of Interpretation

Supervisory Skills 19%

- Leadership Skills
- Professional Ethics
- Personnel Management
- EMPS
- Progressive Discipline Procedures
- E-Leave and Time Reporting

Law Enforcement 17%

- Basic Constable Training/CJA Training
- Parks Law Enforcement and Procedures
 - Writing a citation
 - Writing an incident report
 - Dealing with situations
 - Domestic violence
 - Approaching a suspicious vehicle
 - Etc.

Uniforms

The uniform worn by field personnel is based on traditional uniforms worn by park rangers and is easily recognizable by park visitors. The condition of the uniform speaks to the professionalism of the wearer, the park, and the agency. Entry level personnel need to be trained on the proper way to wear the uniform care of the uniform, and when to wear certain uniform components.

Radio Communications

Radio communication systems utilized at state parks are an important tool used by all personnel. The radio serves as a tool of convenience, allowing personnel to communicate needs and situations to supervisors and other personnel. More importantly, the radio serves as a lifeline when a ranger uses it in a law enforcement situation or to summon assistance for an injured visitor. Proper radio communication in an emergency is critically important, and improper use of the radio can result in delays for both work and assistance. Entry level personnel should be trained on radio usage.

Supervisory Skills

Leadership skills

Focus group participants suggested that leadership skill development training be included in curriculums designed for entry level personnel to begin to provide those personnel with the tools needed to effectively lead and motivate park staff and prepare for future promotional challenges in the South Carolina State Park Service

Professional Ethics

Entry level personnel will face ethical dilemmas during their careers, and early training on professional ethics will give entry level personnel the opportunity to explore their personal ethics as it relates to their chosen profession, as well as help them make the right decisions in difficult circumstances.

Personnel Management

A variety of personnel management training needs were expressed by focus groups who pointed out that entry level personnel are often placed in supervisory positions over A-2's or maintenance personnel. Training in providing feedback to employees on their work, progressive discipline, motivation, e-leave, time reporting, and personnel scheduling was requested. In addition, entry level personnel should be briefed on the EPMS process, so that they are able to understand how their work will be evaluated and how to utilize the EPMS to help them reach their career goals.

Customer Service

Basic Customer Service Training

Focus groups noted that entry level personnel must be able to deal with customers in a positive manner and provide positive customer service to park visitors at every opportunity. They felt that park service standards for customer service should be communicated to entry level personnel, as well as training on procedures for dealing with complaints, handling verbal confrontations, proper email, written, and telephone communication with customers. Interestingly, customer service training was the only training suggested by focus groups with a recommended time attached. Each focus group suggested that customer service training should be a minimum of one full day reflecting the importance of providing quality customer service to the public by field personnel.

Basic Marketing

Park rangers are often responsible for more marketing than they realize. From marketing programs to recommending future parks for visitors to journey too, a single park ranger has the best opportunity for creating an ongoing relationship between a park visitors and the State Park Service. This training suggested by sales and marketing professionals at PRT, should provide personnel with an overview of sales and marketing tactics and available resources that they can draw from

Public Relations

A public relations class suggested by the public relations section, would assist entry level personnel in developing good habits in the realm of public relations, and would also introduce employees to the protocol of a cabinet level agency and how a cabinet level agency handles public relations.

NEXT STEP

The training offered by the South Carolina State Park Service to field personnel is currently of high caliber and meets many of the needs of the agency. The development of a curriculum that meets core occupational competencies takes that training to the next level and helps to ensure that each park ranger in the field possesses the broad range of knowledge needed to be effective in all aspects of an increasingly complicated professional. The next phase in developing a comprehensive training program or a Park Ranger Academy is the responsibility of the Ranger Academy Team of the South Carolina State Park Service. It was the goal and is the hope of the project team that the data gathered from surveys, focus groups, and other agencies, will be helpful in assisting this team in meeting its broader goals and objectives.

Appendix C

Incremental pay costs

			10%	Total	15%	15%
Colleton	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Edisto Beach	Sr. Park Ranger	\$ 25,344.00	\$ 2,534.40	\$ 27,878.40	\$ 32,060.16	\$ 36,869.18
Edisto Beach	Park Ranger	\$ 21,580.00	\$ 2,158.00	\$ 23,738.00	\$ 27,298.70	\$ 31,393.51
Givhans Ferry	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53
Hunting Island	Park Ranger	\$ 21,580.00	\$ 2,158.00	\$ 23,738.00	\$ 27,298.70	\$ 31,393.51
Hunting Island	Sr. Park Ranger	\$ 25,344.00	\$ 2,534.40	\$ 27,878.40	\$ 32,060.16	\$ 36,869.18
Huntington Beach	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53
Huntington Beach	Sr. Park Ranger	\$ 25,344.00	\$ 2,534.40	\$ 27,878.40	\$ 32,060.16	\$ 36,869.18
Huntington Beach	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Myrtle Beach	Park Ranger	\$ 24,952.00	\$ 2,495.20	\$ 27,447.20	\$ 31,564.28	\$ 36,298.92
Myrtle Beach	Park Ranger	\$ 21,803.00	\$ 2,180.30	\$ 23,983.30	\$ 27,580.80	\$ 31,717.91
Myrtle Beach	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Aiken	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Barnwell	Park Ranger	\$ 23,004.00	\$ 2,300.40	\$ 25,304.40	\$ 29,100.06	\$ 33,465.07
Cheraw	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Cheraw	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Lee	Administrative Assistant/Off Park Ranger	\$ 24,641.00	\$ 2,464.10	\$ 27,105.10	\$ 31,170.87	\$ 35,846.49
Little Pee Dee	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53
Poinsett	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53
Poinsett	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Santee	Sr. Park Ranger	\$ 25,344.00	\$ 2,534.40	\$ 27,878.40	\$ 32,060.16	\$ 36,869.18
Santee	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
H Cooper Black	Administrative Assistant/Off Park Ranger	\$ 26,309.00	\$ 2,630.90	\$ 28,939.90	\$ 33,280.89	\$ 38,273.02
H Cooper Black	Administrative Assistant/Off Park Ranger	\$ 26,309.00	\$ 2,630.90	\$ 28,939.90	\$ 33,280.89	\$ 38,273.02
Santee	Park Ranger	\$ 23,004.00	\$ 2,300.40	\$ 25,304.40	\$ 29,100.06	\$ 33,465.07
Sesquicentennial	Sr. Park Ranger	\$ 26,328.00	\$ 2,632.80	\$ 28,960.80	\$ 33,304.92	\$ 38,300.66
Sesquicentennial	Park Ranger	\$ 23,004.00	\$ 2,300.40	\$ 25,304.40	\$ 29,100.06	\$ 33,465.07
Lake Warren	Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Croft	Sr. Park Ranger	\$ 26,326.00	\$ 2,632.60	\$ 28,958.60	\$ 33,302.39	\$ 38,297.75
Croft	Administrative Assistant/Off Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Hickory Knob	Administrative Assistant/Off Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Hickory Knob	Administrative Assistant/Off Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Keowee-Toxaway	Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Oconee	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Paris Mountain	Sr. Park Ranger	\$ 25,344.00	\$ 2,534.40	\$ 27,878.40	\$ 32,060.16	\$ 36,869.18
Paris Mountain	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Table Rock	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53

Table Rock	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Mountain Bridge	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53
Mountain Bridge	Administrative Assistant/Off Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Mountain Bridge	Administrative Assistant/Off Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Mountain Bridge	Park Ranger	\$ 23,004.00	\$ 2,300.40	\$ 25,304.40	\$ 29,100.06	\$ 33,465.07
Devils Fork	Administrative Assistant/Off Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Devils Fork	Park Ranger	\$ 23,347.00	\$ 2,334.70	\$ 25,681.70	\$ 29,533.96	\$ 33,964.05
Kings Mountain	Sr. Park Ranger	\$ 25,344.00	\$ 2,534.40	\$ 27,878.40	\$ 32,060.16	\$ 36,869.18
Kings Mountain	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Baker Creek	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53
Chester	Park Ranger	\$ 23,004.00	\$ 2,300.40	\$ 25,304.40	\$ 29,100.06	\$ 33,465.07
Dreher Island	Sr. Park Ranger	\$ 25,344.00	\$ 2,534.40	\$ 27,878.40	\$ 32,060.16	\$ 36,869.18
Dreher Island	Administrative Assistant/Off Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Dreher Island	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Lake Greenwood	Sr. Park Ranger	\$ 26,326.00	\$ 2,632.60	\$ 28,958.60	\$ 33,302.39	\$ 38,297.75
Lake Greenwood	Park Ranger	\$ 21,263.00	\$ 2,126.30	\$ 23,389.30	\$ 26,897.70	\$ 30,932.35
Lake Greenwood	Park Ranger	\$ 25,885.00	\$ 2,588.50	\$ 28,473.50	\$ 32,744.53	\$ 37,656.20
Hickory Knob	Sr. Park Ranger	\$ 25,344.00	\$ 2,534.40	\$ 27,878.40	\$ 32,060.16	\$ 36,869.18
Hamilton Branch	Park Ranger	\$ 23,004.00	\$ 2,300.40	\$ 25,304.40	\$ 29,100.06	\$ 33,465.07
Landsford Canal	Park Ranger	\$ 24,308.00	\$ 2,430.80	\$ 26,738.80	\$ 30,749.62	\$ 35,362.06
Lake Wateree	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53
Calhoun Falls	Administrative Assistant/Off Park Ranger	\$ 23,918.00	\$ 2,391.80	\$ 26,309.80	\$ 30,256.27	\$ 34,794.71
Calhoun Falls	Administrative Assistant/Off Park Ranger	\$ 24,886.00	\$ 2,488.60	\$ 27,374.60	\$ 31,480.79	\$ 36,202.91
Calhoun Falls	Sr. Park Ranger	\$ 25,885.00	\$ 2,588.50	\$ 28,473.50	\$ 32,744.53	\$ 37,656.20
Lake Russell/Mccalla	Sr. Park Ranger	\$ 25,885.00	\$ 2,588.50	\$ 28,473.50	\$ 32,744.53	\$ 37,656.20
Sadlers Creek	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53
Lake Hartwell	Park Ranger	\$ 23,933.00	\$ 2,393.30	\$ 26,326.30	\$ 30,275.25	\$ 34,816.53
		\$ 1,513,318.00	\$ 151,331.80	\$ 1,664,649.80	\$ 1,914,347.27	\$ 2,201,499.36
	10% 2 year raise	\$ 151,331.80				
	Total	\$ 1,664,649.80				
	15% 4 year raise	\$ 249,697.47				
	Total	\$ 1,914,347.27				
	15% 5 year raise	\$ 287,152.09				
	Total	\$ 2,201,499.36				

Appendix D
Career Path Level 1 manual

DRAFT
SC Department of Parks, Recreation, and Tourism

*South Carolina
State Park Service*



**PARK RANGER
CAREER PATH**

(Level One Manual)

*South Carolina
State Park Service*

PARK RANGER CAREER PATH

(Level One Manual)

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PARK RANGERCAREER PATH -- *ORIENTATION*

PURPOSE:

The purpose of the Park Ranger Career Path is twofold. First, is to provide a pathway of advancement for those interested in a career within the State Park Service. Second, is to train and develop employees capable of functioning in multiple areas, making them more knowledgeable and valuable to the agency.

The career path is contingent upon an employee earning certifications in specific areas, thereby qualifying them for career advancement and monetary increases. Employees who meet necessary requirements set forth in the career path will be advanced to the next level. This advancement will be the result of both the employee's demonstrated proficiency of his/her current job duties and demonstrated ability to perform duties at the next level.

APPLICABLE EMPLOYEES:

This career path outlines the requirements for employees who are currently in the Park Ranger classification and any new employees entering the classification.

OPTION TO PARTICIPATE:

This career path is designed to encourage employees to seek training and development. A current employee who elects not to participate may remain in their current level and forfeit any rights to advancement within the classification. To participate in the career path at a later date, the employee must request reentry and will be required to meet the new educational requirements and training requirements of the career path. The date of approval and reentry will mark the start date for meeting requirements for certification. Employees who enter this career path are expected to meet the requirements at each level in the path. If, at any point, an employee is unable or unwilling to fulfill their commitments, Management has the option to assign the employee different duties which could result in the loss of advancement possibilities.

Current employees who elect to participate will be placed on a list maintained in the Park Director's office. This list will show each affected employee's classification, level, date of employment and date he/she entered the career path.

CONDITIONS FOR ADVANCEMENT:

Any park ranger who has been employed with the South Carolina State Park Service for the minimum number of months relevant to the level requested, who has received a meets requirements or higher on their latest EPMS, and who has completed all other certification requirements in that level will be eligible for recommendation for advancement by their Park Manager. Those employees lacking the total number of certification points required for a particular level will be expected to participate in the training, etc. that will be offered so they may become eligible.

The following is a breakdown of the minimum time that an employee must be in each level and the monetary increase associated with that level:

<u>LEVEL</u>	<u>MINIMUM TIME</u>	<u>POINTS</u>	<u>MONETARY INCREASE</u>
Entry	24 months	24	10%
Level 1	48 months	175	15%
Level 2	60 months	250	15%

The employee must meet the above conditions before the Park Manager shall make recommendation for advancement to the next level. Approval by the appropriate managerial chain of command is necessary before the recommendation is made to the Director of Human Resource Management for approval. Upon approval, the employee will receive notice of the effective date.

CERTIFICATION APPLICATION FORM:

The Park Ranger Certification Application Form is to be completed for each request for certification. This form is to be completely prepared, requesting that the employee be advanced to the next level. A copy of the EPMS must also be attached.

Job duties for a park ranger will significantly change with the completion of each level of the program. This means that the park manager must properly prepare and execute a new PD/EPMS document as a level is completed. A copy of the new PD/EPMS with new cover sheet of the new Planning Stage with the signatures (and date) of the supervisor, the reviewing authority, and the employee must be included with the application package submitted upon completion of a level. (The original must be kept at the park to be used with the subsequent evaluation stage.)

APPROVED CERTIFICATION RECORD:

The Director of Human Resource Management will forward a copy of the approved Certification Application Form to the Training Coordinator for the State Park Service.

MAINTAINING PROFICIENCY:

After an employee has earned certification in a particular area, he/she will be expected to use the acquired knowledge for the benefit of the Agency and the State Park Service. This may be accomplished by being temporarily assigned to work in any area in which the employee holds certification in order to comply with the mission and goals of the Agency. Employees will be expected to render services to our customers, both internal and external.

It is, therefore, mandatory that once an employee has been certified in a particular area, they maintain their proficiency in that area. This will be accomplished by continuous individual study, attendance at annual update workshops in the employee's area(s) of certification and involvement in all certified areas.

EMPLOYEE'S RESPONSIBILITIES:

- Successfully complete a minimum of twenty-five (25) points per year to remain active in the program
- Maintain record of individual tasks completed with appropriate signatures
- Maintain record of certifications
- Submission of Certification Application when designated number of points and minimum time has been attained

PARK MANAGER'S RESPONSIBILITIES:

- **Map out the Career Path with the employee for the minimum time required in the level**
- **Manager must allow employee the opportunity to accumulate their points each year. Additional training is at the option of the employee and the manager**

EMPLOYEES WHO PROMOTE AFTER REACHING A NEW LEVEL:

The career path program is designed to be utilized by rangers at all levels in the park service. It is designed not only to increase our employees ability to promote but also to recognize the skills they have learned and effort they have put into becoming an asset to the park service. Once a ranger has reached one of the levels described in this document, they shall retain the increase they received in any new job they are promoted to. For example, if as a Ranger 1 an employee earns the 10% raise for entry level, if they are promoted to a higher level ranger than their base pay will be the new base pay plus the 10% entry level.

EMPLOYEES WHO DO NOT MAINTAIN PROFICIENCY:

The primary purpose of the Park Ranger Career Path is to train and develop employees to function in multiple areas. Employees who do not maintain proficiency in all of their certified areas will be subject to appropriate action in accordance with the Substandard Performance Policy.

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PARK RANGER CAREER PATH - INDEX
LEVEL ONE

BASIC TRAINING & SKILLS

MANDATORY TRAINING

- BASIC PARK BUILDING CONCEPTS & TECHNIQUES – ONE (1) WEEK
- MAINTAIN CERTIFICATION IN CPR/FIRST AID/PDT
- MAINTAIN DEFENSIVE DRIVING CERTIFICATION
- SEXUAL HARASSMENT
- INTERVIEW SKILLS
- BASIC LAW ENFORCEMENT

MANDATORY PERFORMANCE

- RECORDKEEPING –
 - COLLECT, ORGANIZE AND MAINTAIN RECORDS NECESSARY TO DOCUMENT EMPLOYEE'S TRAINING AND PERFORMANCE HISTORY.
 - MAINTAIN ROUTINE RECORDS AS REQUIRED IN THE COURSE OF REGULAR ACTIVITIES AND SPECIAL PROJECTS, REVENUE AND EXPENDITURE REPORTS, APP BUDGET TRACKING, LPO, CPO, ETC.

OPTIONAL TRAINING

MUST COLLECT AT LEAST ONE HUNDRED SEVENTY-FIVE (175) POINTS FROM THE FOLLOWING FIFTEEN (15) CATEGORIES. POINTS SHOULD BE ACCUMULATED FROM AT LEAST FIVE (5) OF THE FOLLOWING OPTIONS: EACH CATEGORY IS WORTH THE POINTS DESIGNATED.

<u>TRAINING</u>	<u>PERFORMANCE</u>	<u>POINTS</u>
<u>I. ARBORICULTURE</u>		
1. BASIC CHAIN SAW	SUCCESSFUL COMPLETION OF TRAINING	3
	8 HOURS ACCUMULATED IN CHAIN SAW WORK	3
2. STUMP GRINDING	SUCCESSFUL COMPLETION OF TRAINING	1
	8 HOURS ACCUMULATED IN STUMP GRINDING	1
3. CHIPPER	SUCCESSFUL COMPLETION OF TRAINING	1
	8 HOURS ACCUMULATED IN CHIPPER	1
4. BASIC ARBORIST – 1 WEEK	SUCCESSFUL COMPLETION OF TRAINING	15
	8 HOURS ACCUMULATED IN BASIC ARBORICULTURE	4
5. CLIMBING ARBORIST – 1 WEEK	SUCCESSFUL COMPLETION OF TRAINING	25
	8 HOURS ACCUMULATED IN CLIMBING ARBORICULTURE	5

6. POWER LINE TREE TRIMMING	SUCCESSFUL COMPLETION OF TRAINING	25
	8 HOURS ACCUMULATED IN POWER LINE ARBORICULTURE	5

II. FOREST MANAGEMENT

1. BASIC FORESTRY MANAGEMENT	SUCCESSFUL COMPLETION OF TRAINING	15
	8 HOURS ACCUMULATED IN BASIC FORESTRY MANAGEMENT	4
2. BASIC FIREFIGHTING (WILD FIRES)	SUCCESSFUL COMPLETION OF BASIC TRAINING	15
	RED CARD CERTIFICATION	10
	ARDUOUS RED CARD CERTIFICATION	20
	SCPRT BURN BOSS	30
	FIRE PLANNER	20
	PARTICIPATION IN THE CONTROL OF ONE (1) WILD FIRE	
	CONTROLBURN MANAGEMENT	5

III. SEARCH AND RESCUE

1. FUNDAMENTALS OF SEARCH AND RESCUE – 1 WEEK	SUCCESSFUL COMPLETION OF TRAINING	15
	8 HOURS ACCUMULATED IN SEARCH & RESCUE	4
2. CERTIFICATION SAR TECH II	SUCCESSFUL COMPLETION OF TRAINING	25
	8 HOURS ACCUMULATED IN SEARCH & RESCUE	5
3. CERTIFICATION SAR TECH I	SUCCESSFUL COMPLETION OF TRAINING	30
	8 HOURS ACCUMULATED IN SEARCH & RESCUE	5
4. MANAGING LOST PERSON INCIDENT	SUCCESSFUL COMPLETION OF TRAINING	15
	PARTICIPATION AS INCIDENT COMMAND MANAGER	
	FOR ACCUMULATION OF 8 HOURS	5
5. S&R INSTRUCTOR	FUNSAR INSTRUCTOR	15
	SAR TECH INSTRUCTOR	25

IV. INFORMATION TECHNOLOGY

- IT PROGRAM CLASSES EXCEL, WORD, OUTLOOK, POWER POINT, ACCESS 4 ea
- DATABASE MANAGEMENT

USE OF ENTERPRISE DATABASE FOR 6 MONTHS 5

V. MANAGEMENT & LEADERSHIP

- APM COMPLETE APM CERTIFICATE THROUGH OHR 10
- SOAR COMPLETE SOAR PROGRAM 15
- CPM COMPLETE CPM PROGRAM 20
- TRAINER BECOME CERTIFIED TRAINER IN FIRST AID, CPR 15
- TEAM LEADER FIREARMS, DEFENSIVE DRIVING, ETC.. 15
- LEADERSHIP POSITION ON AN INTERNAL TEAM FOR 15
- AT LEAST ONE FULL YEAR

• AWARDS & RECOGNITION	PAPENFUSS AWARD WINNER	10
	DIRECTORS AWARD WINNER	10
	EMPLOYEE OF THE YEAR	10
• CUSTOMER SERVICE	LETTERS OF RECOGNITION	1 pt each up to 10

VI. TEAM PARTICIPATION

• BMR	COMPLETE CERTIFICATION COURSE	10
	COMPLETE 100 MILE RIDE	5
• CISM	COMPLETE BASIC AND ADVANCED COURSE	15
	COMPLETE PEER TRAINING	5
• CEREMONIAL CORPS	PARTICIPATE FOR ONE FULL YEAR	15
• AGENCY TEAMS	PRT MATTERS OR OTHER	10

VII. PESTICIDE APPLICATION

• GENERAL	SUCCESSFUL COMPLETION OF TRAINING	3
• SPECIALTIES	SUCCESSFUL COMPLETION OF TRAINING	1 EACH
	ACCUMULATION OF 8 HOURS WORK INVOLVING RESTRICTED USE IN CHEMICALS	1

VIII. COMMERCIAL DRIVER'S LICENSE (CDL) CLASS "A"

SUCCESSFUL COMPLETION OF TRAINING & OBTAINING LICENSE	15
ACCUMULATION OF HOURS WORK AS CDL DRIVER	4

IX. CONFINED SPACE

SUCCESSFUL COMPLETION OF TRAINING	3
WORKING IN CONFINED SPACE FOR ACCUMULATION OF 8 HOURS	2

X. BASIC LAW ENFORCEMENT

SUCCESSFUL COMPLETION OF CONSTABLE TRAINING	15
COMPLETION ERP TRAINING	15
ANNUAL RECERTIFICATION	2 EACH

XI. TRAIL WORKSHOP

SUCCESSFUL COMPLETION OF TRAINING	3
PARTICIPATION IN TRAIL MANAGEMENT FOR ACCUMULATION OF 8 HOURS	5

XII. BASIC PARK ADMINISTRATION & OPERATIONS TRAINING

SUCCESSFUL COMPLETION OF TRAINING	10
PARTICIPATE IN COMPILING APP	3
WRITE OPERATIONAL REVIEW	3

XIII. INTERPRETATION

8 HOURS ACCUMULATED INVOLVING
INTERPRETATIVE PROGRAMMING TO INCLUDE
PREPARATION AND PROGRAM

5

XIV. VEHICLE OPERATION

NO TRAFFIC VIOLATIONS OR "AT FAULT" ACCIDENTS

1/QTR

XV. PERSONAL INJURY

NO "AT FAULT" INJURY TO OTHERS OR SELF

1/QTR

XVI. PROPERTY DAMAGE

NO "AT FAULT" PROPERTY DAMAGE EXCEEDING \$50.00

1/QTR

XVII. GENERAL

- SPECIAL PROJECTS OR ASSIGNMENTS SUBJECT TO DOCUMENTATION AND APPROVAL BY REGIONAL MANAGER AND PARK MANAGER. POINTS WILL BE DETERMINED ACCORDING TO COMPLEXITY, DURATION AND VALUE TO THE STATE PARK SYSTEM
- CONTINUING EDUCATION IS RECOGNIZED AS PARTICIPATION

*South Carolina
State Park Service*

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I have read and fully understand the above statements: _____

(Signature)

(Name)

(Date)

(Before a park ranger may enter the Park Ranger Career Path Program this form must be read and understood, signed, removed and submitted to PRT's HRM Office at 1205 Pendleton Street, Columbia SC 29201.)

BASIC TRAINING AND SKILLS LEVEL ONE SUMMARY SHEET

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
MANDATORY TRAINING						
Basic Park Building Concepts & Techniques – One (1) week						
Maintain certification in CPR/First Aid/PDT						
Sexual Harassment training						
Interview skills						
Basic law enforcement training						
Maintain Defensive Driving						
MANDATORY PERFORMANCE						
Record Keeping						
OPTIONAL TRAINING						
ARBORICULTURE						
Basic Chainsaw – Successful completion of training						
8 hours accumulated in chain saw work						
Stump Grinding – Successful completion of training						
8 hours accumulated in stump grinding						
Chipper – Successful completion of training						
8 hours accumulated in chipper						
Basic Arborist – 1 week – Successful completion of training						
8 hours accumulated in basic arboriculture						
Climbing Arborist – 1 week – Successful completion of training						
8 hours accumulated in climbing arboriculture						
Power Line Tree Trimming – Successful completion of training						
8 hours accumulated in power line arboriculture						

BASIC TRAINING AND SKILLS LEVEL ONE SUMMARY SHEET

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
<i>FOREST MANAGEMENT</i>						
Basic Forestry Management - Successful completion of training						
8 hours accumulated in basic forestry management						
Basic Firefighting (Wild Fires) – Successful Completion of training						
Red card certification						
Arduous Red card Certification						
SCPRT Burn Boss						
Fire Planner						
Participation in the control of one (1) wildfire Control Burn management						
<i>SEARCH & RESCUE</i>						
Fundamentals of Search and Rescue (1 week) – successful Completion of training						
Participation on Search & Rescue for 8 hours						
Certification SAR Tech II – Successful completion of training						
Participation in Search & Rescue for 8 hours						
Certification SAR Tech I – Successful completion of training						
Participation in Search & Rescue for 8 hours						
Managing lost person incident – Successful completion of Training						
SAR Instructor						
Participation as incident command manager for Accumulation of 8 hours						

BASIC TRAINING AND SKILLS LEVEL ONE SUMMARY SHEET

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
INFORMATION TECHNOLOGY						
SPECIFIC SOFTWARE APPLICATIONS						
Excel – Successful completion of training						
Word – Successful completion of training						
Enterprise Database – Successful completion of training						
Outlook – Successful completion of training						
Power Point – Successful completion of training						
Access – Successful completion of training						
Database entry						
Enterprise database– Maintaining current for 6 months						
Maintenance Program – Maintaining current for 6 months						
Management and Leadership						
Complete APM certificate						
Complete CPM certificate						
Complete SOAR training						
CPR/First Aid instructor						
Defensive driving instructor						
Firearms instructor						
Other instructor						
Instruct classes for a total of 24 hours						
Instruct classes for a total of 24 hours						
Instruct classes for a total of 24 hours						
Lead internal team for one year						
Lead internal team for one year						
Receive recognition for work in leadership and management						
Papenfus award						
Directors award						

BASIC TRAINING AND SKILLS LEVEL ONE SUMMARY SHEET

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
Employee of the year						
Customer Service						
Letter of appreciation from visitor						
Team participation						
BMR – Successful Completion of Training						
Complete ride of 100 miles in 3 days or less						
CISM – Successful completion of training						
Participation in 3 CISM related events						
Ceremonial Corps – Successful completion of training						
Complete over 100 hrs of participation in Corps activities						
ERP Team – Complete additional LE requirements						
Participate in 4 activations of EOC						
COMMERCIAL DRIVERS LICENSE						
(CDL) Class A – Successful completion of training & obtaining license						
Accumulation of hours worked as CDL driver						
CONFINED SPACE						
Successful completion of training						
Working in confined space for accumulation of 8 hours						
BASIC LAW ENFORCEMENT						
Successful completion of training						
Completion of annual re-certification						
TRAIL WORKSHOP						
Participation in trail management for accumulation of 8 hours work						
BASIC PARK ADMINISTRATION						
Successful completion of training						
Write park operational review						

BASIC TRAINING AND SKILLS LEVEL ONE SUMMARY SHEET

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
Participate in completing APP						
INTERPRETATION						
Participation in work involving interpretative programming to include preparation and program for accumulation of 8 hours work						
VEHICLE OPERATION						
No traffic violations or "At Fault" accidents						
PERSONAL INJURY						
No "At Fault" injury to others or self						
PROPERTY DAMAGE						
No "At Fault" property Damage Exceeding \$50.00						
GENERAL						
Special projects or assignments subject to documentation and approval by supervisor and park manager						
Continuing Education is recognized as participation						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>ARBORICULTURE</i>						
Basic Chainsaw – Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points earned
OPTIONAL TRAINING						
<i>ARBORICULTURE</i>						
Stump Grinding – Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
ARBORICULTURE						
Chipper – Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>ARBORICULTURE</i>						
Basic Arborist – 1 week - Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
ARBORICULTURE						
Climbing Arborist – 1 week - Successful completion of training – 8 hours to be accumulated						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
ARBORICULTURE						
Power Line Tree Trimming – Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
ARBORICULTURE						
Basic Forestry Management – Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>SEARCH & RESCUE</i>						
Fundamentals – Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>SEARCH & RESCUE</i>						
Certification SAR Tech II – Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
SEARCH & RESCUE						
Certification SAR Tech I – Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>SEARCH & RESCUE</i>						
Managing Lost Person Incident – Successful completion of training as incident command manager for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
TRADES CERTIFICATION						
Plumbing – Journeyman Level						
Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
TRADES CERTIFICATION						
Plumbing – Master Level						
Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>TRADES CERTIFICATION</i>						
Electrical – Journeyman Level						
Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
TRADES CERTIFICATION						
Electrical – Master Level						
Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
TRADES CERTIFICATION						
HVAC – Journeyman Level						
Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
TRADES CERTIFICATION						
HVAC – Master Level						
Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>WATER OR WASTEWATER TREATMENT</i>						
WATER TREATMENT LICENSE						
Level D -Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>WATER OR WASTEWATER TREATMENT</i>						
WATER TREATMENT LICENSE						
Level C -Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>WATER OR WASTEWATER TREATMENT</i>						
WATER TREATMENT LICENSE						
Level B -Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>WATER OR WASTEWATER TREATMENT</i>						
WATER TREATMENT LICENSE						
Level A -Successful completion of training for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
PESTICIDE APPLICATION						
SPECIALITIES						
Successful completion of training in work involving restricted use in chemicals for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
COMMERCIAL DRIVERS LICENSE						
CDL Class A						
Successful completion of training as CDL driver for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>CONFINED SPACE</i>						
Successful completion of training working in confined space for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
<i>TRAIL WORKSHOP</i>						
Successful completion of training with participation in Trail Management for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

LEVEL ONE PROJECT SHEETS

Type Training	Date Began	Date Completed	Authorized or certified by	# of Hours Work Experience	Point Value	Points Earned
OPTIONAL TRAINING						
INTERPRETATION						
Successful completion of training with participation in work involving interpretative programming to include preparation and program for accumulation of 8 hours						
Project -						
Project -						
Project -						
Project -						
Project -						
TOTAL						

Park Ranger Career Path Program Certification Application

☐ **Entry Level**

☐ **Level One**

☐ **Level Two**

POINTS EARNED FOR THE LEVEL RECOMMENDED: _____

NAME: _____

PARK: _____

DATE OF EMPLOYMENT: _____

LAST EPMS SCORE: _____

(Copy of EPMS attached)

Application for certification is hereby made on behalf of the above named Park Ranger who has satisfactorily demonstrated his/her competency and has met the necessary criteria in the following required categories. (Summary sheets are attached).

CERTIFICATION IS HEREBY VERIFIED AND RECOMMENDED BY:

Park Manager _____

Date: _____

Regional Chief _____

Date: _____

CERTIFICATION IS HEREBY APPROVED BY:

Support Programs Manager _____

Date: _____

State Park Director _____

Date: _____

Human Resource Director _____

Date: _____

Appendix E
Evaluation spreadsheet

Park	Employee		Position/Title	Education Level	Agency Start Date	Years of Service as of January 1st, 2007	Career Path Level
Colleton	Larry	Bonds	Park Ranger		10/17/2000	6.21	
Edisto Beach	Vance	Sellers	Sr. Park Ranger		8/17/2004	2.38	
Edisto Beach	Benhamin	Rager	Park Ranger		6/17/2001	5.55	
Givhans Ferry	Steven	Dowdey	Park Ranger		5/9/1988	18.66	
Hunting Island	James	Thompson	Park Ranger		9/2/2000	6.33	
Hunting Island	Michael	Lane	Sr. Park Ranger		4/2/1994	12.76	
Huntington Beach	Chris	Bowers	Park Ranger		7/17/1986	20.47	
Huntington Beach	Mark	Davies	Sr. Park Ranger		12/2/1994	12.09	
Huntington Beach	Kim	Leasure	Park Ranger		10/17/2004	2.21	
Myrtle Beach	James	Strickland	Park Ranger		2/25/1987	19.86	
Myrtle Beach	Robert	Lenahan	Park Ranger		6/17/1997	9.55	
Myrtle Beach	Donna	White	Park Ranger		7/2/2006	0.50	
Aiken	Kurtis	Stukes	Park Ranger		7/17/2005	1.46	
Barnwell	Alma	Holmes	Park Ranger		7/17/2005	1.46	
Cheraw	James	Lane	Park Ranger		8/17/2006	0.38	
Cheraw	Heather	Ramey	Park Ranger		8/17/2006	0.38	
Lee	Lester	Shelley	Administrative Assistant/Off Park Ranger		3/17/1999	7.80	
Little Pee Dee	David	Senter	Park Ranger		10/17/1985	21.22	
Poinsett	Larry	Chapman	Park Ranger		1/17/1986	20.97	
Poinsett	Kent	Havel	Park Ranger		7/2/2002	4.50	
Santee	John	Wells	Sr. Park Ranger		9/17/2003	3.29	
Santee	Charles	Harris	Park Ranger		8/2/2006	0.42	
Santee	Stephanie	Walker	Park Ranger		2/4/2003	3.91	
Sesquicentennial	Marshall	Richburg	Sr. Park Ranger		3/16/1990	16.81	
Sesquicentennial	Nancy	Jenkins	Park Ranger		12/2/2004	2.08	
Lake Warren	Kevin	Palmer	Park Ranger		11/2/2002	4.17	
Croft	Richard	Goodwin	Sr. Park Ranger		10/17/1996	10.21	
Croft	Jonathon	Weatherford	Administrative Assistant/Off Park Ranger		10/2/2006	0.25	
Keowee-Toxaway	Bryn	Harmer	Park Ranger		4/18/2005	1.71	
Oconee	William	Goff	Park Ranger		5/17/2005	1.63	
Paris Mountain	Daniel	Neary	Sr. Park Ranger		7/17/2004	2.46	
Paris Mountain	Jeffrey	Rechner	Park Ranger		11/2/2005	1.16	
Table Rock	Charles	Love	Park Ranger		10/3/1975	31.27	
Table Rock	Benjamin	Bishop	Park Ranger		8/21/2006	0.36	

Mountain Bridge	Chris	Newton	Park Ranger	5/18/1998	8.63
Mountain Bridge	Elliot	Wilkes	Park Ranger	1/4/2005	1.99
Devils Fork	Robert	Mahoney	Park Ranger	5/17/2001	5.63
Kings Mountain	Traci	Bash	Sr. Park Ranger	7/2/2002	4.50
Kings Mountain	Raymond	Felton	Park Ranger	8/17/2006	0.38
Baker Creek	Noel	Simons	Park Ranger	1/2/1991	16.01
Chester	Everett	Ernst	Park Ranger	1/2/2004	3.00
Dreher Island	Brian	Caughman	Sr. Park Ranger	11/2/2001	5.17
Dreher Island	Aden	Fell	Park Ranger	5/2/2005	1.67
Lake Greenwood	Bryan	Hester	Sr. Park Ranger	7/17/1986	20.47
Lake Greenwood	Patrick	Boxx	Park Ranger	5/2/2005	1.67
Lake Greenwood	Willie	Caldwell	Park Ranger	7/2/1977	29.52
Hickory Knob	Jonathon	Greider	Sr. Park Ranger	1/2/2004	3.00
Hamilton Branch	Jeffrey	Ginn	Park Ranger	12/2/2004	2.08
Landsford Canal	Donald	Oneppo	Park Ranger	6/15/1979	27.57
Lake Wateree	Micky	Smith	Park Ranger	7/17/1985	21.47
Calhoun Falls	David	Stancil	Sr. Park Ranger	8/17/1984	22.39
Lake Russell/Mccalla	John	Lawrence	Sr. Park Ranger	7/2/1985	21.52
Sadlers Creek	Thomas	Taylor	Park Ranger	7/2/1997	9.51
Lake Hartwell	Rebecca	Thompson	Park Ranger	7/19/1979	27.47